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JUN 24 1963



# 1962

36th ANNUAL REPORT

CANADIAN TIRE CORPORATION LIMITED



## ANNUAL MEETING

The Annual General Meeting of the Common shareholders will be held at the Head Office of the Company, Yonge Street and Davenport Road, in the City of Toronto, on the 21st day of June, 1963, at the hour of 12:00 noon o'clock.

Canadian Tire Corporation Limited

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## HIGHLIGHTS

	1962	1961
Net Profit before taxes - - - - -	\$ 2,612,170	\$ 2,686,096
Net Profit after taxes - - - - -	\$ 1,258,865	\$ 1,318,286
Per Class A and Common share - - -	\$2.04	\$2.14
Working Capital - - - - -	\$ 3,317,232	\$ 3,172,258
Net Fixed Assets - - - - -	\$15,718,630	\$13,316,811
Net Worth - - - - -	\$17,677,463	\$15,698,137
Equity per Class A and Common share -	\$28.75	\$26.32
Number of Associate Stores - - - - -	204	201

*Tires are the Corporation's basic product. That shown on the cover of this Annual Report is a reproduction from the 224-page Spring and Summer issue of our catalogue, some 2,000,000 copies of which are distributed semi-annually.*





A. J. BILLES, *President*

## THE PRESIDENT'S REPORT TO THE SHAREHOLDERS

On behalf of the Board of Directors of your Company, I have pleasure in presenting the Annual Report for the fiscal year ended December 31, 1962. This report consists of the Balance Sheet, the Profit and Loss Statement, the Surplus Statement, and the Statement of Source and Application of Funds.

### Earnings

Your Company's net profits after tax were \$1,258,865 or \$2.04 per share on the combined 614,677 outstanding Class A and Common shares. Computed on the same basis, profits for the 1961 fiscal year equalled \$1,318,286 or \$2.14 per share. This profit does not include a sum of \$426,039 profit on the sale of securities nor \$22,044 profit on the sale of fixed assets.

During 1962, the highly competitive conditions of the previous year were accentuated through the entry of new participants in the automotive field, mergers of existing competitors, and greater competitive effort by all. The importance of "price image" appears to have been paramount — almost without regard for satisfactory profit.

During the year under review, the devaluation of the Canadian dollar and the imposition of tariff surcharges occurred immediately after the issue

of our catalogue, fixing our prices at unprofitable levels for approximately six months. We would estimate that this unfortunate occurrence reduced our normal gross profit by approximately \$900,000, and it was only by the extra efforts of our buyers and the co-operation of our suppliers that we were able to avoid an even greater reduction in profit during this period. We have, however, accelerated our ever continuing search for, and development of, Canadian sources of supply to replace imports.

Under extremely difficult conditions, we have been very pleased to maintain our net profits at a level approximating last year's. For this, we must thank increased sales and reduced operating expenses. A significant cost reduction has been applied to our operations — if the 1961 operating expense ratio to sales had continued in 1962, profits would have been \$910,000 less. This favourable cost reduction offset our reduced trading profits so that happily our final net profit for 1962 approached that of 1961.

### Capital Expenditure and Physical Expansion

During the year under review, we added three new stores and six new Mor-Power service stations to our organization. Total expenditures of fixed assets as noted in the Statement of Source and Application of Funds, amounted to \$3,299,130 — the second highest figure in the



history of our Company. I would like to state, however, that our program of real estate acquisition and building has now met its immediate objectives.

### Profit-Sharing Funds

Under the competitive conditions of 1962, your Board of Directors considers that the results for the year have been most favourable, and have fully justified an increase in contributions towards deferred compensation plans as a tangible recognition of the extraordinary performance of our employees under most trying external conditions. The shares allotted to these plans are detailed in Note 4 to the Explanatory Balance Sheet Notes on Page 6 of this Report.

A Company is only a reflection of its personnel. It will be as dynamic an institution as its people think, look, and act outwardly. Within that framework, this Corporation's employee incentive planning of one kind and another has always sought inspiration.

Like man himself, a Company's virility may be gauged by its mental and physical mobility. A Company's employee incentive plan must be as young as tomorrow. For Canadian Tire, the challenge of each day, each month, and each year will motivate and guide us.

During the year we will study the Provincial Portable Pension scheme paying special attention to the probable psychological effects on the employee, and the influence which this scheme may have on the effectiveness of our present plans.

### Conclusion

Your Directors join me in expressing our thanks to our Associate Dealers and all of the members of the Canadian Tire family. I feel that there are indications that there is some easing of the "cut-throat" retail pricing conditions which we faced in 1962, and we look forward confidently to tangible evidence of this in future profits.

ON BEHALF OF THE BOARD OF DIRECTORS

*A. Billes*  
President

May 31, 1963

*Stocks of tires stretch from one side of the huge warehouse to the other. Extensive use of automation ensures a continual flow to the Canadian Public via more than 200 C.T.C. Associate Stores.*





# Canadian Tire Corporation Limited

## BALANCE SHEET

### ASSETS

CURRENT ASSETS	1962	1961
Cash - - - - -	\$ 3,136,008	\$ 19,005
Accounts Receivable - - - - -	2,174,699	2,651,893
Inventories—lower of cost or market - - - \$7,687,528		8,334,526
Less: Tax paid Inventory Reserve - - - 750,000		750,000
	6,937,528	7,584,526
Marketable Securities - - - - -	150	501,222
	12,248,385	10,756,646
FIXED ASSETS—at cost		
Buildings and Building Improvements - - - - -	13,094,385	10,532,057
Machinery and Equipment - - - - -	2,380,560	1,974,584
Automobiles and Trucks - - - - -	82,801	67,974
Leasehold Improvements and Licences - - - - -	65,835	65,835
	15,623,581	12,640,450
Less: Provision for Depreciation - - - - -	4,014,311	3,091,096
	11,609,270	9,549,354
Land - - - - -	4,109,360	3,767,457
	15,718,630	13,316,811
OTHER ASSETS		
Mortgages Receivable - - - - -	20,000	75,000
Investments - - - - -	52,713	67,413
Deferred Charges to Income - - - - -	278,432	482,945
	351,145	625,358
<i>Approved on behalf of the Board:</i>		
A. J. BILLES, <i>Director</i>		
J. D. MUNCASTER, <i>Director</i>		
See accompanying explanatory notes numbers 1 to 4 (page 6) which form an integral part of this Balance Sheet.		
	<u>\$28,318,160</u>	<u>\$24,698,815</u>

### AUDITOR'S REPORT TO THE SHAREHOLDERS

I have examined the balance sheet of Canadian Tire Corporation, Limited, as at December 31, 1962 and the statements of profit and loss and surplus for the year ended on that date. My examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as I considered necessary in the circumstances.

In my opinion the above balance sheet and attached statements of profit and loss and surplus present fairly the financial

AS AT DECEMBER 31 1962

LIABILITIES

CURRENT LIABILITIES

	1962	1961
Bank Loans - - - - - \$ —	\$	\$ 602,155
Accounts Payable and Accrued Charges - - - - -	7,758,534	5,800,757
Provision for Income Taxes - - - - -	755,668	817,577
Notes Payable - - - - -	416,951	363,899

8,931,153 7,584,388

MORTGAGES PAYABLE - - - - - 919,544 626,290

FUNDED DEBT (see Note 1)

6½% Debentures maturing as to 20% of the principal amount on June 1, in each of the years 1965-69 inclusive	790,000	790,000
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SHAREHOLDERS' EQUITY

CAPITAL STOCK (see Note 2)

Authorized (1960):

1,000,000 Class A non-voting shares without par value  
230,000 Common shares without par value

Issued (1961):

366,402 Class A shares - - - - -	2,092,855
230,000 Common shares - - - - -	892,188

Issued (1962): (see Notes 3 to 4)

384,677 Class A shares - - - - -	2,792,312
230,000 Common shares - - - - -	892,188
	3,684,500

2,985,043

SURPLUS

Earned Surplus - - - - -	13,992,963	12,713,094
	13,992,963	12,713,094

17,677,463 15,698,137

\$28,318,160 \$24,698,815

position of the Company as at December 31, 1962 and the results of its operations for the year ended on that date, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Toronto, Ontario  
April 26, 1963

DONALD A. KIDD,  
Chartered Accountant.



## PROFIT AND LOSS STATEMENT For the year ended December 31,

	1962	1961
PROFIT BEFORE PROVIDING FOR THE UNDERNOTED ITEMS - - -	\$ 4,500,338	\$ 4,129,198
Employee Extra Compensation and Retirement Plans - - - - -	\$ 935,506	\$ 622,161
Debenture Interest - - - - -	51,350	51,350
Directors' Fees - - - - -	4,000	3,700
Depreciation - - - - -	897,312	765,891
Provision for Income Taxes - - - - -	1,353,305	1,367,840
	3,241,473	2,810,912
NET PROFIT - - - - -	<u>\$ 1,258,865</u>	<u>\$ 1,318,286</u>

## EARNED SURPLUS STATEMENT For the year ended December 31,

	1962	1961
BALANCE AT BEGINNING OF YEAR - - - - -	\$12,713,094	\$11,800,198
Add: Net profit for year - - - - -	1,258,865	1,318,286
Profit on Sale of Securities - - - - -	426,039	—
Profit on Sale of Fixed Assets - - - - -	22,044	10,810
	14,420,042	13,129,294
Deduct: Dividends paid - - - - -	427,079	415,461
Loss on Sale of Securities - - - - -	—	88
Transfer to Tax Paid Undistributed Surplus - - - - -	—	651
BALANCE AT END OF YEAR - - - - -	<u>\$13,992,963</u>	<u>\$12,713,094</u>

## EXPLANATORY BALANCE SHEET NOTES For the year ended December 31, 1962

1. Funded Debt — The Company did not mortgage or charge any of its property as security for the debentures.
2. The Company shall not issue Class A shares in excess of 345,000 Class A Shares unless the shares being so issued are for the benefit of the employees of the Company and/or authorized dealers and/or the employees of authorized dealers.
3. The Company issued 17,789 Class A non-voting shares at \$38.50 per share and 486 Class A non-voting shares at \$30.00 per share to or for the benefit of the employees during the year for a total amount of \$699,456.50 under the terms of the Employees' Extra Compensation and Retirement Plans for the year ended December 31, 1961.
4. During 1963, the company will issue to or for the benefit of employees, Class A non-voting shares under the terms of the Employees' Extra Compensation and Retirement Plans for the year ended December 31, 1962 as follows:
  - (a) Employees' Extra Compensation Plans:  
7,916 Class A shares at \$25.25 per share for a total consideration of \$199,879.00.
  - (b) Employees' Retirement Plan:  
647 Class A shares at \$25.25 per share for a total consideration of \$16,336.75.
  - (c) Employees' Deferred Profit Sharing Retirement Plan:  
21,932 Class A shares @ \$34.50 per share for a total consideration of \$756,654.00.



# STATEMENT OF SOURCE AND APPLICATION OF FUNDS For the year ended December 31, 1962

## SOURCE OF FUNDS

Net Profit for Year - - - - -	\$ 1,258,865	
Depreciation Charges - - - - -	897,312	
Net Proceeds from Mortgages - - - - -	293,254	
Proceeds from Issue of Class A Shares - - - - -	699,457	
Profit from Sale of Securities - - - - -	426,039	
Profit from Sale of Fixed Assets - - - - -	22,044	
Payment on Mortgages Receivable - - - - -	55,000	
Redemption of Investments - - - - -	14,700	
Reduction in Deferred Charges to Income - - - - -	204,513	\$ 3,871,184

## APPLICATION OF FUNDS

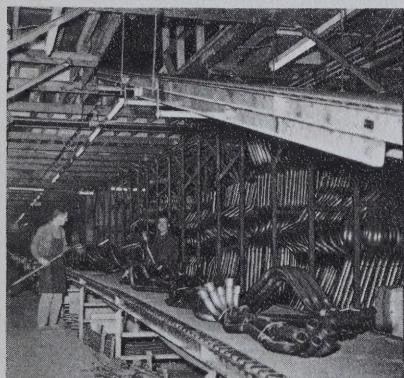
### Dividends Declared:

Class A shares - - - - -	\$ 266,080	
Common shares - - - - -	161,000	427,080

### Purchase of Fixed Assets:

Land - - - - -	276,432	
Buildings - - - - -	2,581,568	
Machinery - - - - -	373,042	
Automobiles and Trucks - - - - -	15,971	
Paving - - - - -	52,117	3,299,130
		3,726,210

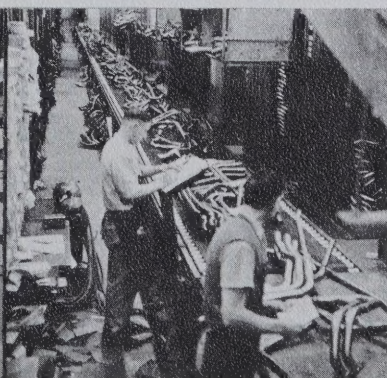
INCREASE IN WORKING CAPITAL - - - - -	144,974
Working Capital at beginning of year - - - - -	3,172,258
WORKING CAPITAL AT END OF YEAR - - - - -	<u>\$ 3,317,232</u>



*An astonishing number of tailpipes for almost any type of vehicle.*



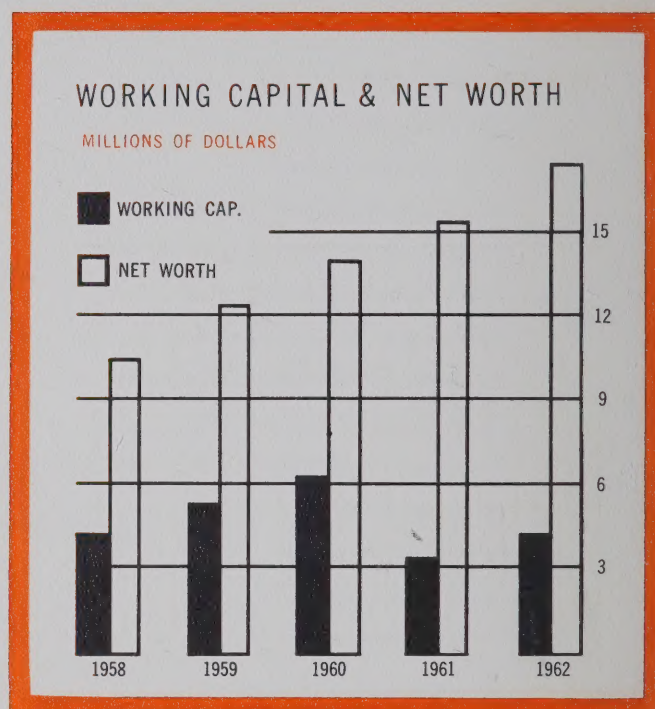
*Stocks of mufflers that stretch for as far as the eye can see!*



*Miles of conveyor belts speed shipments to the Associate Stores.*

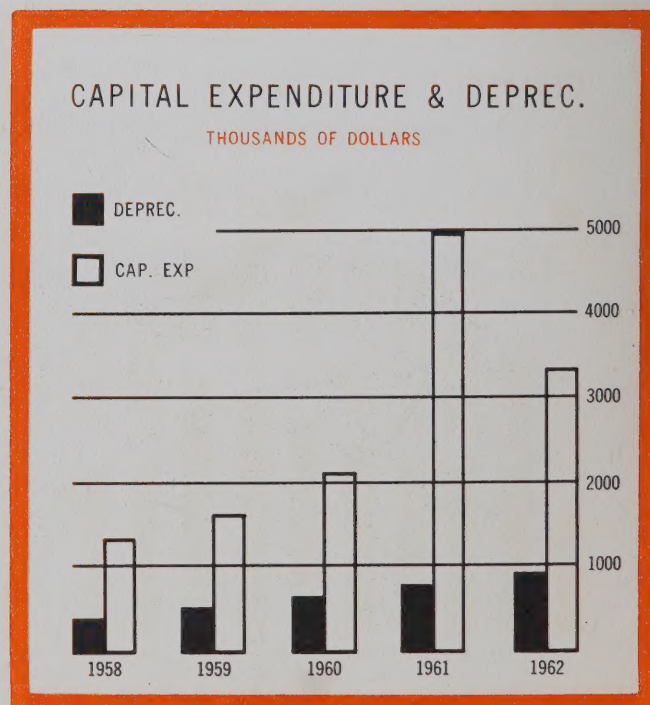


YEAR	WORKING CAPITAL	NET WORTH
1962	\$3,317,232	\$17,677,463
1961	3,172,258	15,698,137
1960	6,002,751	14,263,281
1959	5,269,275	12,633,712
1958	4,248,069	10,654,935
1957	3,129,862	8,609,801
1956	3,731,353	7,375,777
1955	3,399,590	6,015,359
1954	3,050,515	5,090,624
1953	2,785,071	4,459,141



## TEN YEAR ANALYSIS OF FINANCIAL

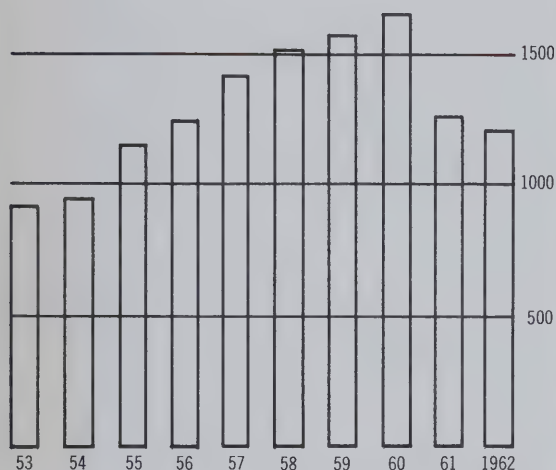
YEAR	CAPITAL EXPENDITURE	DEPRECIATION
1962	\$3,299,130	\$897,312
1961	4,988,382	765,891
1960	2,163,766	466,735
1959	1,491,337	400,236
1958	1,263,437	371,406
1957	2,172,627	316,445
1956	1,184,975	197,196
1955	711,457	150,958
1954	599,430	107,987
1953	604,081	77,155





## NET PROFIT AFTER TAX

THOUSANDS OF DOLLARS



NET PROFIT AFTER TAX	SHARES OUTSTANDING*	NET PROFIT PER SHARE*†
\$1,258,865	614,677	\$2.04
1,318,286	596,402	2.14
1,691,685	584,569	2.75
1,622,470	551,370	2.63
1,555,969	529,680	2.53
1,468,751	501,290	2.38
1,333,292	500,630	2.16
1,250,061	500,000	2.03
999,595	500,000	1.62
959,755	500,000	1.56

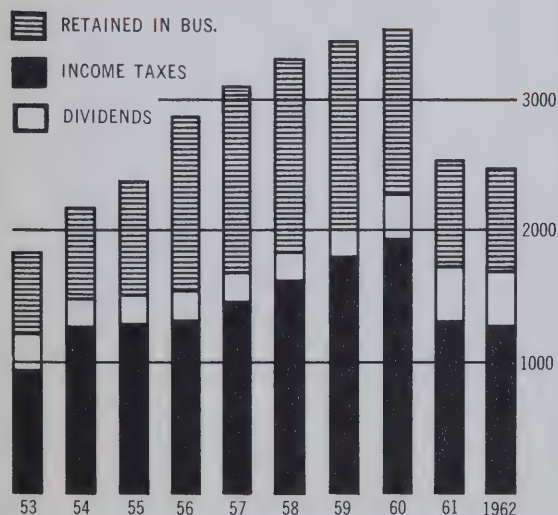
\*Adjusted for 5 for 1 split of June 30, 1960

†On the basis of 614,677 shares outstanding

## AND OPERATING RESULTS 1953-62

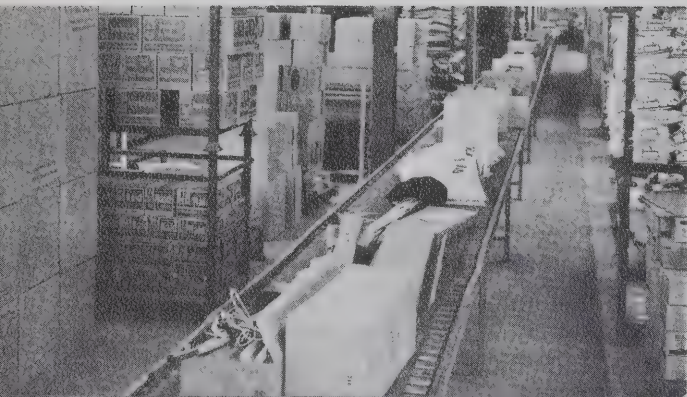
## DISTRIBUTION OF PROFIT

THOUSANDS OF DOLLARS



NUMBER OF STORES	DIVIDENDS PAID	EARNED SURPLUS
204	\$427,080	\$13,992,963
201	415,461	12,713,094
190	279,103	11,800,198
171	132,285	10,451,899
151	127,570	8,856,521
149	138,078	7,328,287
149	139,090	5,883,117
135	151,820	4,515,400
130	163,202	3,343,185
120	167,187	2,449,453





*Top: Gardening supplies in new section of the warehouse.*

*Bottom Left: Impressive array of conveyors in RETA Department.*

*Bottom Right: Skilful driving by fork lift truck operator.*

## OVER ONE MILLION SQUARE FEET OF WAREHOUSE SPACE

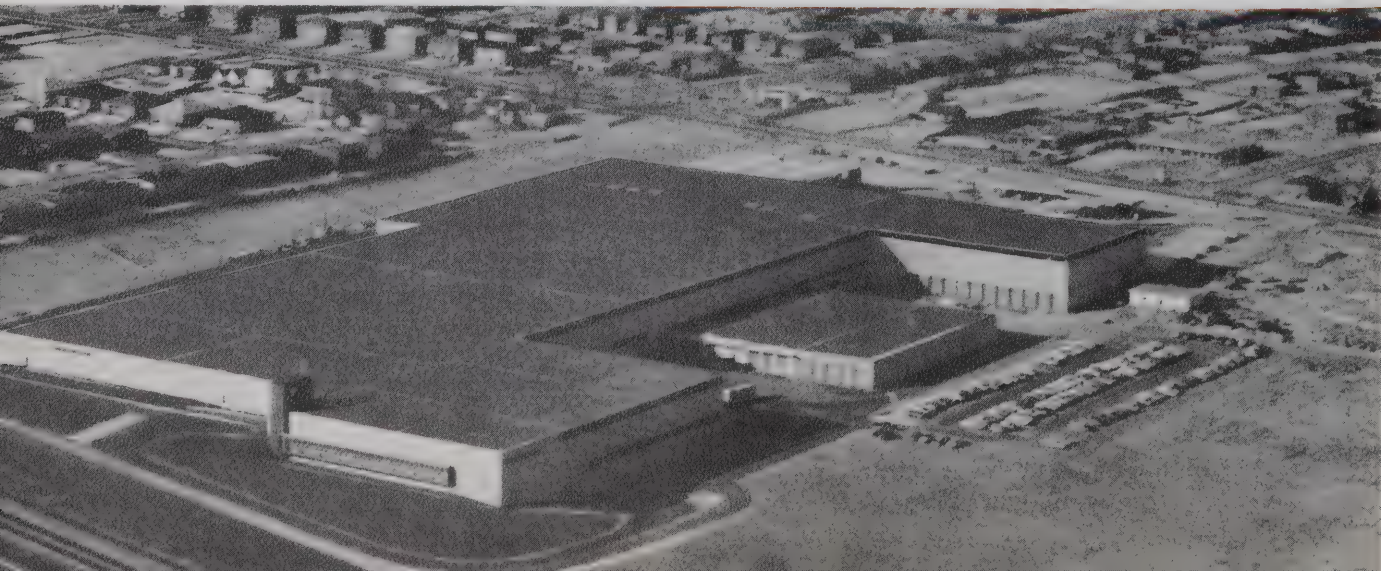
During 1962 the Company's Sheppard Avenue warehouse was enlarged by some 192,500 square feet — the largest single building project undertaken by Canadian Tire during the year.

Included in this project are fourteen additional shipping bays and a new enclosure for the receiving area with individual saw-tooth docks. The total area is now in excess of one million square feet — the largest warehouse in the Metropolitan Toronto district and probably in all Eastern Canada too! This increased area combined with the most up-to-date equipment for storing and moving the merchandise into and out of the building is calculated to relieve congestion and greatly facilitate the receiving, processing and shipping of goods to our Associate Dealers.

Better, speedier and more economical service to Canadian Tire customers wherever they may be, should result in ever-increasing business, to the mutual benefit of the Company, its shareholders, Associate Dealers — and their employees.

Some idea of the vast storage space and excellent facilities of this huge building may be gleaned from the illustrations included with this report. It is a project in which all associated with the Company can take great pride — a sure foundation for our continuing growth and expansion.

*Aerial view of the completed warehouse taken from the South-East.*







## Canadian Tire Associate Stores

### ONTARIO

ACTON.....	130 Mill St.
AJAX.....	Station Plaza
ALLISTON.....	45 Victoria St. W.
ARNPRIOR.....	42-44 Elgin St.
AURORA.....	Yonge St. S.
AYLMER.....	18-24 John St. S.
BANCROFT.....	Flint Ave.
BARRIE.....	110 Dunlop St. W.
BELLEVILLE.....	348 Coleman St.
BLENHEIM.....	186 Talbot St. W.
BOLTON.....	55 Queen St.
BOWMANVILLE.....	160 Church St.
BRACEBRIDGE.....	193 Manitoba St.
BRADFORD.....	9 Holland St. E.
BRAMPTON.....	18-20 Main St. S.
BRANTFORD.....	274 Colborne St.
BROCKVILLE.....	260 King St. W.
BURLINGTON.....	2440 New St.
†CALEDONIA.....	43 Argyle St.
CAMPBELLFORD.....	65 Bridge St. E.
CARLETON PLACE.....	102 Bridge St.
CHAPLEAU.....	26 Birch St.
CHATHAM.....	384 Richmond St.
COBOURG.....	144 King St. W.
COCHRANE.....	137 Sixth Ave.
COLLINGWOOD.....	5 Hurontario St.
CORNWALL.....	538 Pitt St.
DELHI.....	James & Church St.
DRYDEN.....	54 Queen Street
DUNDAS.....	50 Highway Blvd.
DUNNVILLE.....	204 Queen St.
ELLIOT LAKE.....	14 Hillside Dr. S.
ESKANOLA.....	94 Park St.
ESSEX.....	73 Talbot St. N.
EXETER.....	436 Main St.
FENELON FALLS.....	Colborne & Oak St.
FERGUS.....	380 St. Andrew St. W.
FOREST.....	Main St. S.
FORT ERIE.....	69-71 Jarvis St.
FORT FRANCIS.....	116 1st St. E.
FORT WILLIAM.....	235-241 Simpson St.
GALT.....	50-54 Water St. S.
GANANOQUE.....	180 King Street E.
GEORGETOWN.....	26 Guelph St.
GODERICH.....	32-36 North St.
GRAVENHURST.....	135 Muskoka St. N.
GRIMSBY.....	37 Main St. E.
GUELPH.....	21 Wellington St. E.
HAGERSVILLE.....	17 Main St. S.
†HALIBURTON.....	304 Main St. E.
HAMILTON.....	66-68 Ottawa St. N.
	879 Up. James St.
	(Mt. Hamilton)
HANOVER.....	365 10th St.
HAWKESBURY.....	219 Main St. W.
†HESPELER.....	12 Queen St. E.
HUNTSVILLE.....	7 King William St.
INGERSOLL.....	68 Thames St. S.
†IROQUOIS FALLS.....	Cambridge Ave.
KAPUSKASING.....	11-13 Henderson St.
†KEMPTVILLE.....	Prescott St.
KENORA.....	230 First St. S.
KINCARDINE.....	Queen St.
KINGSTON.....	55 Rideau St.
KINGSTON WEST.....	970 Princess St.
KIRKLAND LAKE.....	28 Govt. Rd.
KITCHENER.....	925 King St. E.
LEAMINGTON.....	84 Talbot St. E.
LINDSAY.....	29 Lindsay St. S.
LISTOWEL.....	Main Street
LONDON.....	352-356 Talbot St.
	1742 Dundas St. E.
	103 Wharncliffe Rd. S.
MADOC.....	St. Lawrence St.
MARKHAM.....	No. 7 Highway
MEAFORD.....	Syke St. E.
MIDLAND.....	Bay St. E.
MILTON.....	459 Main St. E.

MOUNT FOREST.....	Main & Queen St.
NAPANEE.....	18 Dundas St. W.
NEW LISKEARD.....	Box 860
NEWMARKET.....	243-5 Main St.
NIAGARA FALLS.....	705 Victoria Ave.
NIPIGON.....	Front St.
NORTH BAY.....	Cassells & 1st Ave. W.
†NORWICH.....	Main St.
OAKVILLE.....	476 Kerr St. N.
ORANGEVILLE.....	125 Broadway Ave.
ORILLIA.....	22 West St. S.
OSHAWA.....	115 Simcoe St. S.
OTTAWA.....	Corner Kent & Laurier
	248 McArthur Rd. (Eastview)
	119 Richmond Rd.
	1170 Heron Rd.
OWEN SOUND.....	801 Second Ave. E.
PARIS.....	32-34 Dundas St.
PARRY SOUND.....	5 Seguin St.
PEMBROKE.....	180 Alexander St.
PERTH.....	11 Wilson St. W.
PETERBOROUGH.....	230 George St.
PICTON.....	282 Main St.
PORT ARTHUR.....	106 North Cumberland St.
PORT COLBORNE.....	281 King St.
PORT CREDIT.....	309 Lake Shore Rd. E.
PORT ELGIN.....	Goderich St. S.
PORT HOPE.....	64 John St.
†PORT PERRY.....	Queen St.
PRESCOTT.....	127 King St. E.
PRESTON.....	1025 King St. E.
RENFREW.....	364-374 Raglan St. S.
RICHMOND HILL.....	70 Yonge St. N.
†RIDGETOWN.....	8 Main St. E.
ST. CATHARINES.....	29-33 Riordon St.
	366 Scott St.
ST. MARY'S.....	Water St. S.
ST. THOMAS.....	795 Talbot St.
SARNIA.....	415 Exmouth St.
SAULT STE. MARIE.....	340-344 Queen St. E.
	†127, 2nd Line
SEAFORTH.....	Main St.
SIMCOE.....	28 Sydenham St.
SMITHS FALLS.....	38-40 Main St. E.
STONE CREEK.....	931 Queenston Rd.
STRATFORD.....	45 Erie St.
STRATHROY.....	9 Front St.
STRETSVILLE.....	10 Matlock St.
STURGEON FALLS.....	Front & Arthur Sts.
SUDBURY.....	141 Elm St. E.
SUTTON.....	Base Line Rd.
†TILBURY.....	20 Queen St. S.
TILLSONBURG.....	30 Oxford St.
TIMMINS.....	55-61 Mountjoy St. S.
TORONTO.....	837-857 Yonge St.
	*2659-83 Danforth Ave.
	2451 Dufferin St.
	2727 Dundas St. W.
	5307 Dundas St. W. (Islington)
	*Keele St. & Hwy. 401
	1683 Kingston Rd. (Scarboro)
	2850 Kingston Rd. (Scarboro)
	975 The Queensway
	3665 Lawrence E. (Scarboro)
	1973 Weston Rd.
	1776 O'Connor Dr.
	1009 Sheppard E. (Willowdale)
	4118 Sheppard Ave. E. (Agincourt)
	5460 Yonge St. (Willowdale)
TRENTON.....	156 Front St.
UXBRIDGE.....	24 Spruce St.
WALKERTON.....	6 Durham St.
WALLACEBURG.....	25 Lisgar St.
WATERLOO.....	77 King St. N.
WELLAND.....	545 Niagara St. N.
WHITBY.....	311 Brock St. N.
WILLIAMSBURG.....	Church St.
WINDSOR.....	164 Church St.
WINDSOR EAST.....	3907 Tecumseh Rd. E.
WINGHAM.....	Josephine & Maple St.
WOODSTOCK.....	551-555 Dundas St.

### QUEBEC

BEAUHARNOIS.....	113 St. Laurent St.
BUCKINGHAM.....	381 Main St.
DRUMMONDVILLE.....	444 St. Jean St.
GRANBY.....	332 Main St.
HULL.....	92 Wellington St.
JOLIETTE.....	1204 Manseau Blvd.
LACHUTE.....	494 Main St.
LEVIS.....	6 Trans-Canada, Rond Point
MAGOG.....	744 Main St. W.
MALARTIC.....	1041 Royale St.
MANIWAKI.....	Main St.
MONT LAURIER.....	187 Dupont
MONTREAL.....	1465 Jean Talon E.
	1205 Labelle Blvd. (Chomedey)
	3180 Wellington St. (Verdun)
QUEBEC.....	200 Dorchester St.
	*d'Estimauville, corner Blvd. Ste. Anne
ROUYN.....	150 Perrault St. E.
SHAWINIGAN.....	798, 4th St.
SHAWVILLE.....	Main St.
SHERBROOKE.....	430 Minto St.
SOREL.....	120 rue Roi
ST. GEORGES.....	212, 2nd Ave.
ST. HYACINTHE.....	2940 Desaulles St.
ST. JEAN.....	281 Richelieu St.
*ST. JEROME.....	
THEFTFORD MINES.....	995 Notre Dame, N.
*THREE RIVERS.....	
VAL D'OR.....	1068, 7th St.
VALLEYFIELD.....	305 Larocque Road
*VICTORIAVILLE.....	

### ATLANTIC PROVINCES

AMHERST, N.S.....	23 Church St.
ANTIGONISH, N.S.....	261 Main St.
BATHURST, N.B.....	237 Main St.
BRIDGEWATER, N.S.....	402 King St.
CAMPBELLTON, N.B.....	97-101 Water St.
CHARLOTTETOWN, P.E.I.....	96-98 Queen St.
CHATHAM, N.B.....	147 Duke St.
CORNER BROOK, Nfld.....	71 Humber Rd.
DARTMOUTH, N.S.....	15-17 Commercial St.
DIGBY, N.S.....	104 Montague Row
EDMUNDSTON, N.B.....	22 Hill St.
FREDERICTON N.B.....	273-281 Queen St.
*GLACE BAY, N.S.....	23 Commercial St.
GRAND FALLS, Nfld.....	Lincoln Rd.
HALIFAX, N.S.....	6112 Quinpool Rd.
	264-266 Herring Cove Rd. (Spryfield)
*HARBOUR GRACE, Nfld.....	
KENTVILLE, N.S.....	99-101 Webster St.
LIVERPOOL, N.S.....	65 Market St.
*MONCTON, N.B.....	
NEW GLASGOW, N.S.....	60 Archimedes St.
†NEW WATERFORD, N.S.....	Plummer Ave.
NORTH SYDNEY, N.S.....	161 Queen St.
PORT HAWKESBURY, N.S.....	No. 4 Highway
SAINT JOHN, N.B.....	42-44 Waterloo St.
ST. JOHN'S, Nfld.....	91 Elizabeth Ave.
	*Trans Canada Highway.....
SUMMERSIDE, P.E.I.....	7 Central St.
SUSSEX, N.B.....	620 Main St.
SYDNEY, N.S.....	427-431 Charlotte St.
TRURO, N.S.....	45 Willow St.
WINDSOR, N.S.....	Water St.
WOODSTOCK, N.B.....	Queen St.
YARMOUTH, N.S.....	1st & Collins St.

### BAHAMAS

\*NASSAU..... Box 505

\*New stores recently opened or planned for 1963.

†Order stores recently opened or planned.



# Canadian Tire Corporation Limited

## BOARD OF DIRECTORS:

A. J. BILLES ✓  
ROBERT LAW ✓ E. LEROY ✓ J. D. MUNCASTER ✓  
B. O. PARTRIDGE ✓ A. L. SHERRING ✓ D. J. WILKINS ✓

## OFFICERS:

A. J. BILLES, *President*  
J. D. MUNCASTER, *Vice-President*  
ROBERT LAW, *Secretary*  
F. Y. SASAKI, *Treasurer*

## REGISTRARS AND TRANSFER AGENTS:

National Trust Company, Limited—Toronto and  
Montreal

## SOLICITORS:

Blackwell, Hilton, Treadgold & Spratt—Toronto

## AUDITOR:

Donald A. Kidd, C.A.—Toronto

## BANKERS:

Canadian Imperial Bank of Commerce  
Chicago City Bank and Trust Company

## HEAD OFFICE:

837 Yonge Street—Toronto

Class A and Common shares listed on The Toronto  
and Montreal Stock Exchanges.



Left: Small section of shipping area showing battery-acid mixing plant in background. Centre: Merchandise being coded before removal to storage area.  
Right: Fork lift truck operates in confined spaces among mountains of sporting goods.







